

Culture maturity checklists – Diversity and Inclusion

Culture indicators	Developing An organisation with a developing culture might exhibit...	→ High performing (= developing + ...) In addition to the developing criteria, an organisation with a high performing culture might exhibit...	
Bold leadership	Leadership accountability	– The CEO is bought into the D&I strategy and visibly demonstrates their commitment internally and externally	→ – Establish accountability and ensure diversity strategy is owned by each leader within the business, with HR as a trusted adviser, not an owner
	Diversity strategy	– Leaders ensure that a diversity strategy is in place that takes in to account Gender, Ethnicity and other protected characteristics under the Equality Act	→ – The organisation shifts away from a single view of diversity to an intersectional view of diversity
	Leadership behaviours	– Leaders hold each other accountable for diversity & inclusion, and call out non-inclusive behaviours	→ – Ensure that ‘inclusivity’ is a required leadership behaviour when hiring or succession planning for leadership
	Diversity as a priority	– D&I is discussed in senior leadership governance forums	→ – D&I is a mandatory item in leadership forums and data is used to track progress and transparency against goals
	Positive action	– Leadership are comfortable requiring some degree of positive action – e.g. 50/50 shortlists, or designing programmes exclusive to specific groups	→ – Leadership are fully supportive of taking positive action and understands the difference to positive discrimination. For example hiring at 80% female at a specific grade where all females hired are the right candidates for the role

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Comprehensive action	Diversity targets	– Diversity targets are in place for gender across the organisation	→ – Diversity targets are in place across multiple facets of diversity at an organisation level, and at an individual business division level
	Diversity data	– Diversity data is gathered on a yearly basis	→ – There is an enhanced data capability in the organisation, with automated feeds from the core HR system and dashboards to surface and visualise I&D data in real time
	Recruitment	– Job adverts are debiased developed to attract a diverse range of applicants	→ – Targeted recruitment takes place using recruiters and or apps to select from a pool of minority groups and women
	Performance management	– Performance management process is debiased with specific criteria being used for measurement and transparency throughout the process	→ – Positive action is taken to reduce any gender imbalance within the organisation, actively promoting minority groups who have the desired capability
	Diversity and Inclusion training	– Diversity and inclusion training opportunities are on offer for all employees	→ – Diversity and inclusion training reflects intersectionality and is mandatory for all employees. The training is not point in time but continual and part of a learning pathway

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Empowering environment	Family friendly policies	– There are family friendly policies in place in the organisation to allow for flexible work, return to work schemes and robust parental leave policies	→ – There is a high uptake of family friendly policies across all genders, measures are in place to ensure that uptake of the policy does not negatively impact career aspirations
	Employee Network Groups	– There is one or two Employee Network Groups that have been established	→ – Employee Network Groups are active throughout the organisation, and employees are actively encourage to take part, as well as external diversity bodies and groups
	Allyship and awareness	– Leaders demonstrate allyship and awareness for inclusion and diversity	→ – There are programmes in place to gain allyship across the workforce, with targets set for the number or percentage of a workforce to become allies
	Marketing and communications	– There is visible marketing and communications in place for I&D within the organisation	→ – The organisation has an I&D narrative, tied to it's business purpose. Branding and communications are visible internally and externally